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ABSTRACT

In an effort to develop a set of institutional values which could be commonly shared and promoted at the college, the president of Allen County Community College (ACCC) surveyed all employees and trustees asking them what they perceived to be the institution's central values concerning institutional identity, students, and faculty and staff relationships. Survey findings revealed the following set of central institutional values: (1) values pertaining to institutional identity included maintenance of quality instruction at college-level standards, promotion of self-evaluation and innovation, and the freedom of exchange of ideas; (2) values concerning students included the growth of students toward their full academic potential, the belief that students possess abilities which can be further developed, student access to classes appropriate to their ability levels, and the opportunity for students to develop life skills through the educational experience; and (3) values pertaining to faculty and staff relationships included the responsibility of all college personnel to promote and support the college's educational mission, the professional accountability of faculty and staff for their actions, the need for effective communication and cooperation among faculty and staff, and the provision by the college of professional development activities for faculty and staff. A list of behaviors for faculty, administrators and students consistent with these values was also developed. (GFW)

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THE WICHITA STATE UNIVERSITY
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(OCTOBER 11-13, 1990)

"DEVELOPMENT OF INSTITUTIONAL VALUES FOR A COMMUNITY COLLEGE"

by

WILLIAM A. GRIFFIN, JR., PRESIDENT
ALLEN COUNTY COMMUNITY COLLEGE
IOLA, KANSAS

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OCTOBER 12, 1990

"Development of Institutional Values for a Community College" by Dr. W.A. Griffin, Jr.

Organizations need values and I suggest to you today that all do have them. Not everyone in the organization may share the same values concerning everything and that is alright, but all people associated with the organization should hold the basic values of the organization. It was my intent to develop institutional values for the college I am associated with, Allen County Community College in Iola, Kansas.

An examination of Kansas law, official college documents and publications that govern the professional lives at Allen County Community College leads to the conclusion that literally thousands of "rules" exist for each employee and board of trustee member. I have observed the laws and regulations increasing. Overall our college lives need the majority of these laws and regulations to meet new situations and circumstances.

One of the adverse impacts of the proliferation of laws and rules is that we might have partially lost our sense of identity, mission and purpose as an institution. I felt that we must re-focus our thinking and re-examine our fundamental beliefs. Every employee, prospective employee, board of trustee member and endowment board memeber should understand what ACCC values.

In the fall of 1988, the chairman of the board of trustees, Mr. Fred Works and I attended the National ACCT Conference in Louisville, Kentucky. Dr. Donald Horvath spoke on the development of institutional values at Jefferson Community College. I resolved that this was a worthwhile project for Allen County Community College.

I developed an open ended survey that was sent to all faculty, staff, administrators and trustees. I asked each to write a brief paragraph on the following:

I. Our central values concerning our institutional identity.

II. Our central values pertaining to students.

III. Our central values pertaining to faculty and staff relationships.

I received so much material back it took several months to pull the information together with the help of a committee.

Our primary goal is to be a quality institution, operated by dedicated people providing training, educational services and opportunities, which meet the needs of our students and community. We aspire to be recognized in our service area as a caring institution, dedicated to high academic, vocational-technical and developmental standards in our credit and non-credit programs. As a publicly supported community college we make every effort to provide opportunities for the educational development of our students and a fulfilling work environment for all our employees. When students enroll in the college and when employees are hired, we expect commitment to these institutional values.

In looking at development of our college's institutional values I kept the five principles of ethical power for organizations in front of me. They are as follows:

1. **PURPOSE:** The mission of our organization is communicated from the top. Our organization is guided by the values, hopes, and a vision that helps us to determine what is acceptable and unacceptable behavior.

2. **PRIDE:** We feel proud of ourselves and of our organization. We know that when we feel this way, we can resist temptations to behave unethically.

3. **PATIENCE:** We believe that holding to our ethical values will lead us to success in the long term. This involves maintaining a balance between obtaining results and caring how we achieve these results.

4. **PERSISTENCE:** We have a commitment to live by ethical principles. We are committed to our commitment. We make sure our actions are consistent with our purpose.

5. **PERSPECTIVE:** Our managers and employees take time to pause and reflect, take stock of where we are, evaluate where we are going and determine how we are going to get there.

Blanchard and Peale. The Power of Ethical Management. William Morrow and Company, Inc., New York, 1988, p. 125

MISSION STATEMENT

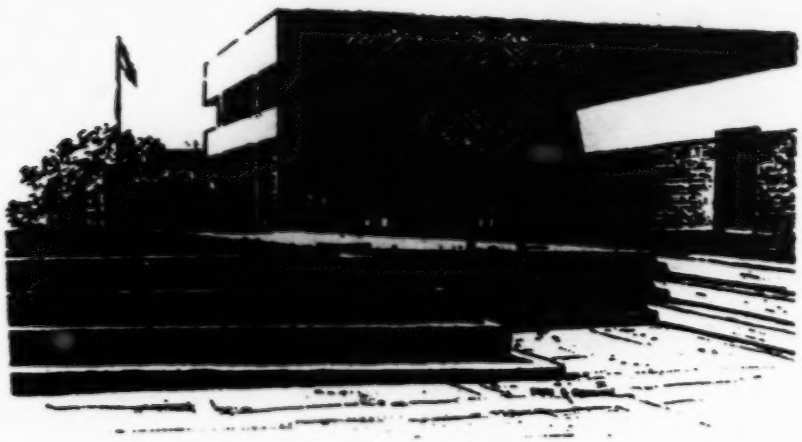
The purpose of Allen County Community College is to make quality education and support services available to all who seek them. Based on the belief that learning and self improvement are continuous processes, the College is committed to providing a wide range of educational programs to assist students in reaching their full potential in academic and occupational achievement and in personal enrichment.

This explains how the institutional values project was developed and now I would like to review the developed project. (handout and review)

If you have any questions, I will do my best to answer them.

Allen County Community College

INSTITUTIONAL VALUES



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ALLEN COUNTY COMMUNITY COLLEGE
INSTITUTIONAL VALUES PROJECT

INTRODUCTION

An examination of Kansas law, official college documents and publications that govern the professional lives at Allen County Community College leads to the conclusion that literally thousands of "rules" exist for each employee and board of trustee member. I have observed the laws and regulations increasing. Overall our college lives need the majority of these laws and regulations to meet new situations and circumstances.

In the early fall of 1988, Mr. Fred Works and I attended the National ACCT Conference in Louisville, Kentucky, where I heard Dr. Ronald Horvath of Jefferson Community College speak on the topic of "Institutional Values Project." I resolved that this was worthwhile for our college.

One of the adverse impacts of the proliferation of laws and rules is that we might have partially lost our sense of identity, mission and purpose as an institution. I felt that we must re-focus our thinking and re-examine our fundamental beliefs. Every employee, prospective employee, board of trustee member and endowment board member should understand what ACCC values.

This completed project is the product of inspired work of administrators, faculty, staff and board of trustee members. I appreciate the groups that completed surveys and served on the "Institutional Values Project" committee. We have set forth a statement of beliefs about what Allen County Community College is, what we aspire to be, and who we are.

Willam A. Griffin, Jr.
President
Allen County Community College
Iola, KS
April, 1990

MISSION STATEMENT

The purpose of Allen County Community College is to make quality education and support services available to all who seek them. Based on the belief that learning and self improvement are continuous processes, the College is committed to providing a wide range of educational programs to assist students in reaching their full potential in academic and occupational achievement and in personal enrichment.

PREFACE

Our primary goal is to be a quality institution, operated by dedicated people providing training, educational services and opportunities, which meet the needs of our students and community. We aspire to be recognized in our service area as a caring institution, dedicated to high academic, vocational-technical and developmental standards in our credit and non-credit programs. As a publicly supported community college we make every effort to provide opportunities for the educational development of our students and a fulfilling work environment for all our employees. When students

enroll in the college and when employees are hired, we expect commitment to these institutional values.

INSTITUTIONAL VALUES SUMMARY

I. Our Institutional Identity

(The Central Value:) We believe that the college staff along with the board of trustees holds the institution in trust for the citizens of Allen County, the defined service area and Kansas.

Emanating from this Central Value are the following statements:

---That quality instruction with standards at the college level must be maintained at all times.

---That the college exists in a dynamic environment which promotes self-evaluation and encourages innovation.

---That the preservation of the college in the pursuit of its mission must take priority over individual concerns while safeguarding the rights of faculty, staff or students.

---That freedom and exchange of ideas are essential elements of the college.

II. Our Values Pertaining to Students

(The Central Value:) We believe that the college exists to enable students to earn a college education and develop life skills.

Emanating from this Central Value are the following statements:

---That students can grow toward their full academic potential as they experience the joys of discovery and participate in the rigors of academic study.

---That students possess abilities which can be further refined and developed.

---That students have the right to enroll in classes appropriate to their ability levels.

---That students must be responsible for taking an active role in their own learning to make their educational experiences significant and meaningful.

---That students can develop life skills through the total college experience.

III. Our Values Pertaining to Faculty and Staff Relationships

(The Central Value:) We believe that all college personnel must contribute to and be supportive of the educational mission of the college.

Emanating from this Central Value are the following statements:

---That faculty and staff must develop and maintain a strong interest in the growth of students and the community we serve.

---That faculty and staff are responsible and accountable for their personal and professional actions as they carry out their duties and assignments.

---That effective communication and cooperation among faculty and staff are necessary to fulfill the mission of the college.

---That the college is responsible for providing professional development activities for faculty and staff.

---That faculty and staff must be treated fairly and in accordance with these value statements.

SPECIFIC STATEMENTS RELATED TO THE CENTRAL VALUES

I. Our Institutional Identity

CENTRAL VALUES...

...We believe that the college staff along with the board of trustees holds the institution in trust for the citizens of Allen County, the defined service area and Kansas.

Value Statement #1

...That quality instruction with standards at the college level must be maintained at all times.

Behaviors consistent with this Value Statement

A. **Faculty and Administration**

1. Hire qualified faculty and support staff.
2. Place greater demands on yourself than on the students.
3. Be fair, firm, and consistent.
4. Establish entrance and exit competencies for each course and degree program where possible.
5. Continue to monitor attrition and retention rates for each course.
6. Maintain the quality and scope of the educational programs.

B. **Faculty Efforts**

1. Provide clear statements of course objectives, procedures, policies, and grading standards.
2. Establish realistic expectations of students.
3. Prepare class plans thoroughly and completely.
4. Be prompt in carrying out classroom related duties and responsibilities.
5. Keep students informed of their progress.
6. Review and update academic programs and course content annually.

C. **Administration Efforts**

1. Provide evaluative feedback and results to faculty.
2. Maintain high standards.

Value Statement #2

...That the college exists in a dynamic environment which promotes self-evaluation and encourages innovation.

Behaviors consistent with this Value Statement:

A. **Faculty and Administration**

1. Encourage and reward innovation and risk-taking.
2. Be creative and open to change.
3. Share information about successful and unsuccessful educational experiences.

Value Statement #3

...That the preservation of the college in the pursuit of its mission must take priority over individual concerns while safeguarding the rights of faculty, staff, or students.

Behaviors consistent with the Value Statement:

A. **Faculty and Administration**

1. Make decisions based on the mission of the college.
2. Assess the college's position relative to our mission.
3. Be aware that the college is part of the system of higher education in Kansas.
4. Remember that the institution will outlive all of us.

Value Statement #4

...That freedom and exchange of ideas are essential elements of the college.

Behaviors consistent with this Value Statement:

A. **Faculty and Administration**

1. Remember that academic freedom involves academic responsibility.
2. Respect the rights of individuals.
3. Encourage intellectual and academic inquiry among the college community.
4. Maintain an open dialogue which encourages the exchange of ideas.
5. Keep in mind that every employee and student has ideas they hold as important.

II. Our Values Pertaining to Students

CENTRAL VALUE...

...We believe that the college exists to enable students to earn a college education and develop life skills.

Value Statement #1

...That students can grow toward their full academic potential as they experience the joys of discovery and participate in the rigors of

of academic study.

Behaviors consistent with this Value Statement:

A. **College Staff:**

1. Be serious and enthusiastic about your own displine.
2. Give students the opportunity to analyze, evaluate, verbalize, synthesize, and apply information they learn.
3. Challenge students with thought provoking material.
4. Encourage advanced students to do outside reading and to discuss the information with you.
5. Tactfully point out fallacies students make in reasoning toward a conclusion.
6. Engage quiet students in class discussions. Let them know that you care what they are thinking.
7. Relate the relevance of course material to real world situations.
8. Be sure that your expectations for students are both high and realistic.
9. Create a positive, supportive atmosphere which helps students to function in a college setting.
10. Utilize the resources available, library, IRC, computer lab, etc. to enhance learning.

B. **Students:**

1. Seek help and information on your own.
2. Demonstrate a positive attitude toward yourself.
3. Work toward self-growth and self fulfillment.
4. Learn and apply efficient study skills.
5. Respect other students by maintaining order and decorum.

Value Statement #2

... That students possess personal abilities which can be further refined and developed.

Behaviors consistent with this Value Statement:

A. **College Staff:**

1. Be friendly and helpful.
2. Exhibit sincere concern for colleagues and students.
3. Respond seriously to each student and treat each one as an individual.
4. View and treat students as adults.
5. Refer students to counseling and support services when a need arises.

B. **Students:**

1. Treat college staff and other students with courtesy and respect.
2. Eliminate distractions such as children in class and noise in halls.
3. Do not compromise your own standards and values.
4. Seek out and use the varied support services offered by the college.
5. Read and understand college-related material including catalogs, schedules, student handbook. Use the information to gain access

to services and resources.

6. Treat college grounds, buildings, equipment, and property with care so that others may enjoy them.

Value Statement #3

...That students have the right to enroll in classes appropriate to their ability levels.

Behaviors consistent with this Value Statement:

A. **College Staff:**

1. Develop programs to meet the needs of all levels of students.
2. Inform students of course prerequisites and requirements.
3. Encourage students to enroll or to remain in classes for which they are prepared.
4. Be sure that academic standards are not open to compromise.
5. Understand the concepts of learning styles and learning theory.
6. Sanction advising underprepared students into alternative routes and careers.

B. **Students:**

1. Select only courses you intend to complete and use toward your goal.
2. Be realistic in assessing your own skills and capabilities.
3. Know the course and curriculum requirements.
4. Maintain frequent contact with your advisers.

Value Statement #4

...That students must be responsible for taking an active role in their own learning to make their educational experiences significant and meaningful.

Behaviors consistent with this Value Statement:

A. **College Staff:**

1. Be a good role model.
2. Stay current in your field; demonstrate professional competence.
3. Establish course requirements, abide by them, communicate them to students, and apply them uniformly.
4. Refer students to financial aid, career planning and study skills for assistance.

B. **Students:**

1. Take your classwork seriously.
2. Strive to do your best to meet the challenge of high academic standards.
3. Monitor your own progress carefully.
4. Attend your classes on time; stay the entire period.
5. Be attentive and participate in class.
6. Have the necessary instructional materials, including books,

pens, notebooks.
7. Remain drug-free.
8. Always keep your basic goals in front of you.

Value Statement #5

...That students can develop life skills through the total college experience.

Behaviors consistent with this Value Statement:

A. **College Staff**

1. Provide organizations, clubs and social events for all segments of the student population.
2. Be active in support of these non-academic opportunities.
3. Encourage the concept of fitness for life.
4. Support and encourage organized clubs, athletics, fine arts, and extra-curricular activities.

B. **Students:**

1. Get involved with extra-curricular activities that meet interests.
2. Develop leadership and fellowship skills.
3. Support our athletics, fine arts, and extra-curricular activity programs.
4. Develop the fitness for life attitude.
5. Develop the life skills necessary to cope in a free society.

III. Our Values Pertaining to Faculty and Staff Relationships

CENTRAL VALUE...

...We believe that all college personnel must contribute to and be supportive of the educational mission of the college.

Value Statement #1

...That faculty and staff must develop and maintain a strong interest in the growth of students and the community we serve.

Behaviors consistent with this Value Statement:

A. **College Staff**

1. Maintain close ties with the community through community service activities.
2. Conduct community surveys to determine needs.
3. Promote a positive image of the college in the community.
4. Make yourself available to community organizations as a resource person.
5. Recognize that education is our business.
6. Promote the use of college facilities by the community.
7. Invite community groups to participate in campus activities.
8. Recognize student achievement and publicize it.

Value Statement #2

...That faculty and staff are responsible and accountable for their personal and professional actions as they carry out their duties and assignments.

Behaviors consistent with this Value Statement:

A. **College Staff**

1. Learn the policies and procedures of the college.
2. Maintain and display a positive, professional attitude, be warm, friendly, and helpful.
3. Keep faculty and staff informed of job expectations.
4. Meet all deadlines and responsibilities promptly.
5. Dress, speak, and behave in a professional manner.
6. Be courteous.
7. Avoid gossip.
8. Practice the golden rule.
9. Conduct performance reviews for all employees, provide opportunities for feedback.

Value Statement #3

...That effective communication and cooperation among faculty and staff are necessary to fulfill the mission of the college.

Behaviors consistent with the Value Statement:

A. **College Staff**

1. Be mutually respectful and considerate of all faculty and staff members.
2. Enhance cooperation and communication through committee work and interprogram planning.
3. Exhibit pride in the professional accomplishments of colleagues; congratulate them openly.
4. Be willing to give help and to receive it.
5. Show appreciation for any assistance you receive.
6. Disseminate information on a timely basis.
7. Keep appointments and return telephone calls.
8. Be open to constructive criticism.
9. Develop a sense of cooperation coupled with a genuine "What can I do to help" attitude.

Value Statement #4

...That the college is responsible for providing professional development activities for faculty and staff.

Behaviors consistent with this Value Statement:

A. **College Staff**

1. Recognize the different need levels of personnel and plan programs accordingly.
2. Provide professional development activities in cooperation with

other colleges, universities and consortium for the benefit of all and at convenient times.
3. Be supportive of the Staff Development Committee.
4. Provide issue-related workshops that bring faculty and staff together.
5. Provide conference and travel funds for the total professional development of all staff.
6. Evaluate professional development activities for the purpose of improvement.

Value Statement #5

... That faculty and staff must be treated fairly and in accordance with these value statements.

Behavior consistent with this Value Statement:

A. **College Staff**

1. Be knowledgeable about college rules and regulations.
2. Make judgments on a professional basis, not a personal one.
3. Treat controversial issues and people responsibly and professionally.
4. Respond quickly and fairly to all complaints.

Institutional Values Project Committee:

Kevin Alexander	Barbara Leavitt
Steve Brown	Ed Lind
Tosca Bryant	Flo Haynes
Nelda Cuppy	Don Benjamin
Gary Greve	Herb Swender
Bill Griffin	Roberta Nickell
Shawn Walden	Kay Mitchell

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